



# **Kentucky Career Center Certification: Standards and Measures Acceptable Documentation**

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# Kentucky Career Center Certification: Employer Services Standards and Measures

## Introduction

The following table presents the final Kentucky Career Center certification standards and measures for employer services. The certification standards presented here are those over which local workforce investment areas and Kentucky Career Centers are assumed to have control.

## Overarching Themes

The following themes serve as the guiding principles for the employer services portion of the Kentucky Career Center certification framework. They include:

### *Service Content:*

- ❖ Kentucky Career Centers' employer services are grounded in a context of familiarity with the needs of industry sectors in their regions, and with the particular needs of employers within those sectors.
- ❖ Kentucky Career Centers offer employers creative, flexible, and customized solutions designed to meet business needs and address business challenges.
- ❖ Business services provided by Kentucky Career Centers/workforce areas are designed to support employers throughout all stages of the business cycle.

### *Service Accessibility:*

- ❖ Kentucky Career Centers connect employers to all of the services and resources they need in a coordinated, seamless, and non-burdensome manner.
- ❖ Kentucky Career Centers are nimble, flexible, and able to "keep pace" with employers as their business needs and challenges evolve quickly over time.

### *Service Management:*

- ❖ Kentucky Career Centers are dedicated to building trust-based and sustainable relationships with employers (as opposed to "transactional" interactions with employers).
- ❖ Employer services are staffed and managed to maximize flexibility, responsiveness, and availability of partners' subject matter expertise, and to minimize administrative barriers.
- ❖ Kentucky Career Centers actively solicit employers' feedback on the value and impact of services received, and are accountable for adjusting and enhancing services and services delivery as needed.

## Standards and Measures

There are three interrelated areas of employer services that are included in the review and certification of a Career Center:

- I. Organization and staffing of employer services;

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- II. Providing quality services to employers; and
- III. Listening to and satisfying employers, and measuring effectiveness.

**Baseline measures** were developed for the standards; baseline measures are minimum levels of achievement that would have to be met for basic certification.

Please note that in developing employer services standards and measures, the assumption was made that the primary “organizing entity” for employer services and business services teams is the workforce area/region. In terms of the actual delivery of employer services, baseline measures require that some “core” services be available at every Kentucky Career Center, while others may be made available only at the workforce area level. The attachment that follows the standards and measures table (“Basic Employer Services Capacity Requirements”) distinguishes between those “core” employer services that should be offered by all Kentucky Career Centers in a workforce area, as opposed to those available in the wider workforce area.

## Kentucky Career Center Certification: Employer Services Standards and Measures

Standards	Measures	Documentation
<b>I. Organization and staffing of employer services</b>		
1. Each workforce area has established a regional (i.e. workforce area-wide) Business Services Team (BST) comprised of knowledgeable business services partners with the ability to connect employers to a full range of partner services.	a. The team includes at least four “core” partners, including Office of Employment and Training (OET), Workforce Investment Act (WIA), Kentucky Community and Technical College System (KCTCS), and a representative from a general purpose business organization (e.g. Chamber of Commerce) or an economic development representative.	<ul style="list-style-type: none"> <li>✓ BST Roster denoting partner organizations</li> <li>✓ BST Meeting Minutes from the past six months with attendees noted</li> </ul>
	b. The “core” Regional BST consists of dedicated staff, including a regional team leader, business service representatives (BSRs), and other representatives, as appropriate for the region. These individuals may come from any Center or any part of the workforce area.	<ul style="list-style-type: none"> <li>✓ BST Roster denoting dedicated staff and roles</li> </ul>
	c. The “extended” BST includes additional partners’ business service staff participating on the BST (but not necessarily fully-dedicated to the team) through regular communication and periodic (e.g. monthly or quarterly) coordination meetings. These partners may include Adult Education, Office of Vocational Rehabilitation, Department for Community Based Services (DCBS)-Family Support, Kentucky Farmworkers Program, Older Workers-Title V, Office of the Blind, Veterans, Area Development Districts, and/or others.	<ul style="list-style-type: none"> <li>✓ MOU with Partner Organizations that specifies BST participation</li> <li>✓ BST Meeting Minutes from the past six months with attendees noted</li> </ul>

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Standards	Measures	Documentation
	d. BST members are selected to serve based on their skills and experience. BST members possess appropriate skills and qualifications for their positions and responsibilities, such as communication skills, knowledge of basic business concepts (e.g., sector-driven approaches), and professionalism in appearance and demeanor.	<ul style="list-style-type: none"> <li>✓ Standard Operating Procedure(s) that describe the process of BST selection</li> <li>OR</li> <li>✓ BST Member Job Description including appropriate skill sets and qualifications</li> </ul>
2. The Regional BST is overseen by the local Workforce Investment Board (LWIB), or by a different designated entity as appropriate for the region, as a unified activity.	a. The LWIB or other designated entity appoints the regional team leader in consultation with local agency managers.	✓ LWIB Minutes documenting regional team leader appointment
	b. The BST is managed by the LWIB or other designated entity as a cohesive unit, regardless of program, funding stream, or organization from which BST staff members may originate.	✓ Functional Organizational Chart
	c. The regional team leader reports to the LWIB or other designated entity on BST activities regularly.	✓ LWIB minutes documenting <i>regular</i> Regional Team Leader attendance and reports
	d. The regional team leader coordinates the assignment of BST members to targeted industry sectors.	<ul style="list-style-type: none"> <li>✓ BST Roster organized by industry sector</li> <li>OR</li> <li>✓ Policy or Standard Operating Procedure(s) guiding BST member assignments</li> </ul>
	e. The BST maintains regular, internal team communication, as well as regular communication and recruitment/outreach with external partners and stakeholders.	<ul style="list-style-type: none"> <li>✓ BST Meeting/Communication Plan and Schedule</li> <li>✓ Examples of team communication</li> <li>✓ BST Meeting Minutes from the past six months</li> </ul>
3. Each BST has a clearly-recognized, central point of contact for employers in each targeted industry sector with the capability of providing direct access to appropriate services or staff who can provide those services. (Note that individuals	a. The central point of contact is knowledgeable of all available services and identifies appropriate team members to serve as resources for employer service delivery.	<ul style="list-style-type: none"> <li>✓ Policy or Standard Operating Procedure(s) guiding business solutions-focused approach</li> <li>✓ Copies of business solutions proposals with a variety of partner services, funding streams and team members shown as resources</li> </ul>

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Standards	Measures	Documentation
may be assigned to work in more than one sector.)	b. BSRs initiate, establish, and grow relationships with industry and employer organizations and with consortia of employers in their assigned industry sector(s) in order to fully understand the needs of employers in those sectors.	<ul style="list-style-type: none"> <li>✓ Documentation of contacts made to industry and employer organizations</li> <li>OR</li> <li>✓ Industry partnership minutes from past six months</li> </ul>
	c. The BST communicates employer-driven information to line staff in the Center in order to improve demand-driven services provided to job seekers and workers.	<ul style="list-style-type: none"> <li>✓ Staff meeting minutes reflect BST discussion of employer and industry needs</li> </ul>
4. Every Kentucky Career Center in a workforce region has designated a primary point of contact (and a back-up) for employer services. (This individual need not be dedicated full-time to providing employer services.)	a. The designated primary point of contact and his/her back-up have the capacity to connect employers to “core” employer services, including candidate screening, selection and referral of applicants to job openings, etc., as listed in the attachment, “Basic Employer Services Capacity Requirements.”	<ul style="list-style-type: none"> <li>✓ Roster designating primary point of contact and back-up(s)</li> <li>✓ EKOS, or another customer service database, reports showing evidence of “core” employer services provided, including number and frequency of services provided</li> </ul>
	b. The designated primary point of contact and his/her back-up have the capacity to connect employers directly with BST staff that can assess the employers’ needs and deliver more extensive solutions to employers.	<ul style="list-style-type: none"> <li>✓ Standard Operating Procedure(s) OR flow chart describing the how the primary point of contact connects employers to BST staff <i>and</i> how the BST staff assesses the employers’ needs</li> </ul>
	c. Reception staff in Kentucky Career Centers is aware of BST contacts in order to route employer customers to BSRs and other team staff appropriately and efficiently.	<ul style="list-style-type: none"> <li>✓ Employer Customer Flow Chart depicting how incoming calls are handled to serve employers</li> <li>✓ Standard Operating Procedure establishing appropriate flow and expectations</li> </ul>
5. Business Service Team members are fully capable of carrying out the duties and responsibilities of their positions.	d. Newly-hired/assigned BST members participate in a business services “kick-off” training that provides an overview and orientation to their functions and positions.	<ul style="list-style-type: none"> <li>✓ Standard Operating Procedure describing new BST member onboarding</li> <li>OR</li> <li>✓ Handbook or orientation materials for new BST Members</li> </ul>

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	e. Newly hired/assigned BST members participate in additional, recognized training, as required, in order to fully equip them to be successful in their positions.	<ul style="list-style-type: none"> <li>✓ BST roster showing individual training/ professional development topics and completion dates</li> <li>✓ Completed Certifications of BST members who participated in additional training</li> </ul>
	f. BST members participate in at least one continuing education opportunity per year, such as a relevant professional meeting, conference, or course on business services, "best business practices," etc.	<ul style="list-style-type: none"> <li>✓ BST roster showing individual training/ professional development topics and completion dates</li> </ul>
	g. BST members obtain a recognized credential in an area relevant to employer services within a specified timeframe (e.g. within one year of hiring/assignment to the team).	<ul style="list-style-type: none"> <li>✓ BST roster showing individual training/ professional development topics and completion dates</li> <li>✓ Copies of BST member industry recognized credentials</li> </ul>
<b>II. Providing quality services to employers</b> <i>Please see the attachment, "Basic Employer Services Capacity Requirements," for a more detailed discussion of "core" services to be provided to employers at the Kentucky Career Center level and more extensive services to be provided regionally at the workforce area level.</i>		
1. The BST establishes relationships with business partners that build upon a foundation of trust and shared knowledge resulting from open communication.	a. Employers regularly inform BST staff of the requirements for their industry and inform the business services team of new trends emerging in their industries.	<ul style="list-style-type: none"> <li>✓ Record of BSR attending local employment relevant events or conferences</li> <li>✓ A LWIB sponsored survey of employers</li> </ul> <p style="text-align: center;">OR</p> <ul style="list-style-type: none"> <li>✓ Industry Partnership minutes</li> </ul>
	b. The BST exhibits evidence of business partner relationships. For example, the central point of contact or other business services staff attends Chamber, human resources, and/or plant manager meetings; the BST publishes articles in Chamber newsletters or local newspapers; the BST airs commercials on the local cable station; and/or the BST has a presence on relevant local websites.	<ul style="list-style-type: none"> <li>✓ BST article(s) about Career Center Services published in local papers or Chamber/SHRM newsletters</li> </ul> <p style="text-align: center;">OR</p> <ul style="list-style-type: none"> <li>✓ Links to BST services on other relevant local websites</li> </ul> <p style="text-align: center;">OR</p> <ul style="list-style-type: none"> <li>✓ Local BST advertisements</li> </ul>

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Standards	Measures	Documentation
	c. Employers access the workforce system for specific services and resources identified by employers themselves as having and/or adding value.	<ul style="list-style-type: none"> <li>✓ EKOS, or another customer service database, report showing # of employer service plans created</li> <li>✓ EKOS, or another customer service database, report showing # of return business customers <i>[note: first review captures baseline year for benchmarking]</i></li> </ul>
2. The BST partners with employers to identify their needs and provide timely solutions.	a. The BST develops customized business services proposals for employer customers that detail a range of potential solutions to meet employers' needs and challenges. The BST validates with employers that the plan is responsive to identified needs and challenges.	✓ Samples of customized, solutions-based business service proposals including multiple partner services and funding streams
	b. There is evidence that the BST has provided responsive business solutions to employer customers (e.g. through descriptive EKOS, or another customer service database, entries and/or other tracking mechanisms).	✓ Descriptive entries of responsive business services in EKOS, or another customer service database, showing documented needs and solutions
	c. There is evidence that the BST provides services and solutions to employers within responsive and appropriate timeframes as established by local area management, and within the timeframes requested by employer customers.	<ul style="list-style-type: none"> <li>✓ Standard Operating Procedures establishing expectations for response times</li> <li>✓ Descriptive entries of responsive business services in EKOS, or another customer service database, documenting timelines between identifying needs and providing solutions (services)</li> </ul>
3. Each workforce area has a demonstrated capacity to deliver an array of "bundled" services that are positioned and packaged as solutions to challenges identified by employers.	a. Career Centers offer a consistent set of "core" or "basic" employer services, as listed in the attachment, "Basic Employer Services Capacity Requirements."	<ul style="list-style-type: none"> <li>✓ EKOS, or another customer service database, report showing # of employer core services delivered over past six months <i>[note: first review captures baseline year for benchmarking]</i></li> </ul>



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Standards	Measures	Documentation
	b. Centers effectively connect employers to the BST so that employers can access additional services and resources provided at the workforce area level that are designed to address employers' needs and challenges.	✓ EKOS, or another customer service database, report showing BST source of referral and/or Career Center referrals to BST <i>[note: State is checking on ability to add referral as service within EKOS]</i>
	c. The BST/workforce area demonstrates the ability to create a comprehensive and customized portfolio of solutions-focused services and resources to meet employers' stated needs.	✓ Samples of customized, solutions-based business service proposals including multiple partner services and funding streams
4. BSRs and other BST members effectively interact with employers and employer/industry organizations within their industry sectors and with economic development.	a. BSRs make timely employer contacts, both initial and ongoing, where appropriate. <i>[note: "contact" should reflect a combination of personal visits, emails, phone calls, and other forms of communication]</i>	✓ EKOS, or another customer service database, reports showing # and frequency of employer contacts <i>[note: first review captures baseline year for benchmarking]</i>
	b. BSRs maintain regular contact of some type with their assigned employers.	✓ EKOS, or another customer service database, reports showing regular contact with their assigned employers <i>[note: first review captures baseline year for benchmarking]</i>
	c. BSRs make appropriate system (EKOS, or another customer service database,) entries regarding their interactions with employers.	✓ EKOS, or another customer service database, shows regular entries documenting employer interactions <i>[note: first review captures baseline year for benchmarking]</i>
	d. BSRs complete monthly employer contact reports for the regional team leader.	✓ Monthly employer contact reports to regional team leader over past three months
	e. BSRs regularly participate in meetings and events sponsored by economic development entities, Chambers of Commerce, Society for Human Resource Management (SHRM) chapters, business partners, and other related organizations.	✓ BSR calendar reflecting attendance OR ✓ Meeting minutes of organizations that note BSR attendance

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Standards	Measures	Documentation
	f. BSRs have appropriate technology for interacting with employers (e.g. business phone, laptop, smartphone, etc.)	✓ On site Checklist: Technical Equipment
5. BST members meet regularly to share information, develop leadership, discuss new employer services opportunities, develop solutions to address identified challenges and barriers, and improve the means of connecting employers to services.	a. The regional team leader establishes a team meeting/communication plan, schedule, and method (to include regular, as-needed, and “urgent needs” communication). The “core” members of the BST meet at least monthly, and the team produces and distributes minutes. Team meetings may be held in-person, by conference call, by webinar, or through some other avenue.	✓ BST Meeting/Communication Plan and Schedule ✓ BST Meeting Minutes from the past six months with attendees noted – shows meetings with “core” BST members at least monthly
	b. The BST meets regularly (monthly or quarterly) with its “extended network” partner-members.	✓ BST Meeting/Communication Plan and Schedule ✓ BST Meeting Minutes from the past six months with attendees noted – shows meetings with “extended network” partner members at least quarterly
	c. All members of the BST are actively and collaboratively engaged in the work of the team and committed to providing value and positive outcomes for employer customers.	✓ EKOS, or another customer service database, records show outreach and service delivery activity by all members of BST and appropriate work distribution <i>[note: first review captures baseline year for benchmarking]</i>
	d. There is evidence that BST members share information related to employers’ needs and challenges and focus on implementing responsive improvements and solutions.	✓ Common Business Needs Assessment Tool used by BST members ✓ BST Meeting/Communication Plan and Schedule – includes methods of communicating employer needs to other BST members ✓ BST Meeting Minutes from the past six months with attendees noted – shows BST members sharing information about

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Standards	Measures	Documentation
		employers needs and brainstorming solutions
<b>III. Listening to and satisfying employers; measuring effectiveness</b>		
1. The Business Services Team (BST) consults with employers and performs employer needs assessments to inform and guide service delivery processes (the “how”) and services themselves (the “what”).	a. The workforce area conducts employer needs assessment through a survey or other assessment tool, focus groups, or other means. The workforce area may choose to consult with employers in collaboration with or through a partner that has strong business connections, such as a Chamber of Commerce or industry association.	✓ Common Business Needs Assessment Tool used by BST members OR ✓ Employer survey results or focus group notes OR ✓ Industry partnership minutes from past six months
2. The BST actively works to build relationships with the employer community (including industry groups, employer associations, Chambers of Commerce, etc.).	a. The Business Services Team participates in community-based, business-focused events on a regular basis (e.g. events sponsored by industry associations, Chambers of Commerce, economic development entities, etc.).	✓ Event collateral that shows BST involvement OR ✓ Registration or confirmations of BST member attendance at business-focused events OR ✓ Employer organizations membership listings showing BST member(s)
	b. The BST works to actively engage businesses and employers in the Kentucky Career Centers through activities, events, and services designed with employers’ needs and interests in mind.	✓ Flyers or Center calendar showing Career Center business events held (Job/ Hiring Fairs, WorkKeys testing, etc.)
	c. The BST engages businesses and/or industry associations in active partnership around developing and implementing sector strategies in high-growth industry sectors.	✓ Industry partnership minutes from past six months OR ✓ Minutes from preliminary organizational meetings to explore industry partnership support

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Standards	Measures	Documentation
3. The BST, working with Kentucky Career Centers, has mechanisms in place to collect and analyze feedback on both processes and outcomes from existing employer customers at regular intervals. This feedback is measured at the system level, rather than at the program or agency level.	a. The workforce area measures employer satisfaction with critical elements of the service delivery process, such as staff responsiveness, customer service, and the quality of services received (e.g., staff's timeliness, knowledge, etc.).	<ul style="list-style-type: none"> <li>✓ Employer satisfaction survey tool reflects critical elements of the service delivery process</li> <li>✓ LWIB minutes or meeting materials (balanced scorecard, etc.) showing employer satisfaction results reported to LWIB</li> </ul>
	b. The workforce area measures employers' satisfaction with the value received as a result of services and resources provided.	<ul style="list-style-type: none"> <li>✓ Employer satisfaction survey tool reflects value received as a result of services and resources provided</li> </ul>
4. The workforce area has goals, measures, and processes in place to track employers' use of workforce system services and resources.	a. The workforce area sets goals and tracks measures such as repeat business customers, new employer customers engaged, market penetration, and other elements relevant to gauging employer use.	<ul style="list-style-type: none"> <li>✓ LWIB minutes <i>OR</i> meeting materials (balanced scorecard, etc.) shows employer services usage goals and related progress</li> </ul>
	b. There is evidence that the workforce area uses this data to improve consistency and quality of employer contact, to improve employer relationships, and to build new employer relationships.	<ul style="list-style-type: none"> <li>✓ LWIB <i>OR</i> BST minutes reflect discussion of employer services usage data and efforts to continuously improve consistency and quality of employer relationships</li> </ul>
5. There is a process in place to use employer feedback on processes and outcomes, as well as internally-tracked data, for continuous improvement (e.g. improved processes and services, diversification of services, etc.).	a. The workforce area analyzes employer feedback and internally-tracked data and uses both to improve, change, and diversify employer services, resources, and processes accordingly, on a regular and ongoing basis.	<ul style="list-style-type: none"> <li>✓ LWIB <i>OR</i> BST minutes from past six months reflect regular reports, analysis and discussion of employer services usage data and efforts to continuously improve, change and diversify employer services, resources and services on a regular basis</li> </ul>

## Kentucky Career Center Certification: Employer Services Standards and Measures

### Attachment: Basic Employer Services Capacity Requirements

The following discussion lists “core” employer services that must be offered by all Kentucky Career Centers within a workforce area, as well as those services that may be offered only at the workforce area level (rather than by each and every Center in a workforce area).

#### **I. Common menu of basic employer services to be offered in every Kentucky Career Center**

1. **Job postings (online, in-person, via phone and fax)**
2. **Identifying candidates, screening applicants to employer specifications, and job referral**
3. **Direct connection to BST representative who can broker or deliver workforce area-wide services listed below**

#### **II. Common menu of basic employer services to be offered in every workforce area; may be offered on an area-wide basis**

1. Outreach to business
2. Sector-based labor market information
3. Workforce intelligence, such as industry trends, wage information, etc.
4. Employer needs assessment
5. Employer solutions plan
6. Customized training
7. On-the-job training
8. Incumbent worker grants
9. Job fairs
10. Customized recruitment
11. Rapid Response services

12. Provision of information related to:

- a. Labor market information
- b. Americans with Disabilities Act (ADA)
- c. Unemployment Insurance
- d. Trade Adjustment Assistance (TAA)
- e. Tax credits
- f. Vocational Rehabilitation services
- g. National Career Readiness Certificate (NCRC)
- h. Veterans services

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### Introduction

The following table presents the final Kentucky Career Center certification standards and measures for job seeker services. The certification standards presented here are those over which local workforce investment areas and Kentucky Career Centers are assumed to have control.

### Overarching Themes

These are the important themes that emerged in the development of the job seeker services standards and measures. They include:

#### *Service Content:*

- ❖ In a seamless, transparent, and efficient manner, Kentucky Career Centers offer and **provide direct access to the widest possible array of talent, career, and job development services for all job seeker customers.** Recognizing the need to address a wide range of job seeker customers' needs and goals, Kentucky Career Centers offer a variety of job seeker services in addition to those services traditionally provided with WIA and ES funding, such as:
  - Adult Education services, e-learning opportunities, club/group-based skill development, scholarships, Pell grants, and other opportunities available through a diverse array of funding streams;
  - Utilizing available technologies to enhance services and service delivery and to expose customers to the maximum number of job openings (e.g., through job site spidering);
  - Developing customers' self-marketing skills in order to assist job seekers to position themselves more effectively in the local economy; and
  - Training in computer literacy offered to all customers as a basic workforce and survival skill.

#### *Service Accessibility:*

- ❖ Kentucky Career Centers strive to provide customers with a “no wrong door” and “no wrong time” experience so that customers are able to obtain the services they need when they need them, no matter how or when they enter the Kentucky Career Center system.
- ❖ Kentucky Career Centers offer job seekers multiple avenues to access services, and are flexible, nimble, and responsive in their resource allocation and service delivery. Services are provided in a variety of ways – in-person, via virtual technology, at alternate locations, etc. – in order to best meet customers' needs.

#### *Service Management:*

- ❖ Services for job seekers are organized and managed in ways that leverage Center partners' expertise, minimize duplication, and maximize the strategic alignment of resources.

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- ❖ In order to ensure ongoing alignment and value of services to customers, Kentucky Career Centers actively solicit feedback from all job seeker customers (and employers), and build that feedback into a unified Center continuous improvement process.
- ❖ Kentucky Career Centers ensure that all staff are fully-trained and have access to ongoing professional development and credentialing opportunities.

### Value Statement

Drawing from key elements of these themes, the Core Team developed and adopted the following guiding value statement for job seeker services:

*Kentucky Career Centers are committed to facilitating career development for all “job seeker” customers, including unemployed individuals as well as employed individuals in search of skill enhancement or career advancement. Kentucky Career Centers are committed to enhancing the value of job seekers to employers in the local economy and to helping job seekers market themselves effectively.*

*Job seeker services are organized and delivered by Kentucky Career Center system partners in a coordinated and seamless fashion that leverages and maximizes resources and supports the most productive experience and outcomes for job seeker customers. Services provided are responsive and tailored both to job seekers’ needs and to their demonstrated investment of time and effort in their own career development and success.*



### **Standards and Measures**

With the overarching themes and value statement as a framework, three interrelated areas of job seeker services were developed to serve as standards for Kentucky Career Center certification process:

- I. Organization and staffing of job seeker services;
- II. Providing quality services to job seekers; and
- III. Listening to and satisfying job seekers, and measuring effectiveness.

**Baseline measures** have been developed to determine whether the standards have been achieved. The attachment that follows the standards and measures table ("Job Seeker Services Capacity Requirements") describes the basic job seeker services a customer should expect to find when using a Career Center.

## Kentucky Center Certification Initiative: Job Seeker Standards and Measures

Standards	Measures	Documentation
<b>I. Organization and staffing of job seeker services</b>		
1. A unified management process is in place to align jobseeker services to match employer demand.	a. There is an identifiable Center communications process for job seeker services in place.	✓ Standard Operating Procedures <i>OR</i> customer flow document that show communications process for job seeker services
	b. The process includes regular meetings of the various functional supervisors/team leaders to assess service delivery processes and overall unified Center outcomes for jobseekers.	✓ Center Meeting/Communication Plan and Schedule ✓ Functional organizational chart ✓ Meeting minutes with attendance shows participation of functional supervisors/team leaders
	c. Centers hold regular Center-wide meetings of all staff to facilitate communication across programs and funding streams, discuss challenges, and identify solutions for implementation.	✓ Center Meeting/Communication Plan and Schedule ✓ Center-wide meeting minutes with attendance noted
	d. Center staff and training and other resources are aligned to match jobseeker needs with employer demand.	✓ LWIB policies reflect identification of priority industries and occupations ✓ Selection of priority industries and occupations incorporate use of real-time information ✓ Center staff training held regarding target industries' talent needs
2. Job seekers have multiple avenues to access system services.	a. Every workforce area offers services to job seekers through Centers themselves; through online technology; and in access points such as libraries, partners' locations, etc.	✓ On-Site Checklist - Facility ✓ On-Site Checklist – Technical Equipment
	b. Career Center staff is deployed flexibly and nimbly throughout the workforce area, as the need dictates, at a variety of locations (e.g. community	✓ Calendar displays where staff worked <i>OR</i> ✓ Work schedules

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Standards	Measures	Documentation
	organizations, employer locations, or other venues).	<p><i>OR</i></p> <ul style="list-style-type: none"> <li>✓ OTS Timesheets (showing where an employee worked on a given day)</li> </ul>
3. Center jobseeker staff are organized and located by function (e.g. orientation, assessment, training, job placement, etc.), rather than by agency or funding stream.	a. The Center partner best equipped to provide a particular service or resource does so for all job seeker customers, regardless of the program or funding stream with which customers are being served (for example, Adult Education might be best-positioned to conduct assessments, such as the TABE, for Center customers, rather than having multiple partners conducting TABE assessments).	<ul style="list-style-type: none"> <li>✓ Functional organizational chart</li> <li>✓ Standard Operating Procedures <i>OR</i> Customer flow chart(s) show functional services, regardless of funding stream</li> <li>✓ MOUs include contributions of each partner to common, functional services</li> </ul>
	b. Center staff is not distinguishable by agency or funding stream, but rather are assigned to a function based on individual skills and capacity to deliver that function.	<ul style="list-style-type: none"> <li>✓ On-Site Checklist - Staff Professionalism</li> <li>✓ Functional organizational chart</li> <li>✓ MOUs include contributions of each partner to common, functional services</li> </ul>
4. All Kentucky Career Center partner staff is trained to provide seamless customer service to job seekers and can assist customers in efficiently accessing all needed services.	a. All Centers have a “greeter”/reception position. Staff in this position is cross-trained to quickly and efficiently connect customers with the services and staff they need.	<ul style="list-style-type: none"> <li>✓ On-Site Review Checklist - Staff Professionalism</li> <li>✓ Greeter Job Description</li> <li>✓ Orientation materials for new greeters</li> <li>✓ Standard Operating Procedure(s) <i>OR</i> customer flow document that shows how to direct customers</li> </ul>
	b. All Center staff receive training in (1) customer service; (2) Center partners’ programs, services, and resources; and (3) technology-based platforms, services, and resources (e.g. EKOS, online job seeker tools and resources, etc.).	<ul style="list-style-type: none"> <li>✓ Center Staff Roster showing individual training topics and completion dates - must include customer service; Center partners' programs, services, and resources; and technology-based platforms, services and resources</li> </ul>

## Kentucky Center Certification Initiative: Job Seeker Standards and Measures

Standards	Measures	Documentation
	c. Center staff members receive training in the following areas, as appropriate to their functions: (1) the latest job search techniques and employer hiring practices; (2) jobseeker assessment techniques and tools; and (3) target industries' talent needs.	✓ Center Staff Roster organized by function showing individual training topics and completion dates – must include latest job search techniques and employer hiring practices, jobseeker assessment techniques and tools and target industries' talent needs
	d. Center staff participates in ongoing professional development and continuing education activities, such as training courses and events, conferences, online learning opportunities, etc.	✓ Center Staff Roster organized by function showing individual training/ professional development activities
	e. Center staff obtains credential(s) in areas relevant to job seeker services, such as those credentials conferred by organizations like the National Association of Workforce Development Professionals (NAWDP), the National Career Development Association (NCDA), etc.	✓ Center Staff Roster showing individual training/ professional development topics and completion dates ✓ Copies of Center Staff industry recognized credentials <i>[note: first review captures baseline year for benchmarking]</i>

## Kentucky Center Certification Initiative: Job Seeker Standards and Measures

Standards	Measures	Documentation
<b>II. Providing quality services to job seekers</b> <i>Please see the attachment, "Job Seeker Services Capacity Requirements," for a more detailed discussion of essential services to be provided to job seekers at the Kentucky Career Center level, as well as more extensive services that may be provided regionally at the workforce area level.</i>		
1. The Kentucky Career Center expedites customer flow.	a. A designated "greeter" welcomes customers in a timely, friendly, professional, responsive, and helpful way.	✓ On-Site Checklist - Staff Professionalism
	b. Customers are provided alternative activities or options during waiting periods.	✓ On-Site Checklist - Operational Practices ✓ On-Site Checklist - Public Information
	c. Centers evaluate wait times and demonstrate ongoing responsiveness and adjustments to changing conditions in order to reduce wait times.	✓ On-Site Checklist - Operational Practices ✓ Standard Operating Procedure sets expectations regarding acceptable wait times
	d. Staff communicates clearly with customers about anticipated wait times and about challenges/issues that may impact customers' wait time for service.	✓ On-Site Checklist - Operational Practices
2. Customers are provided information about all services available via the Kentucky Career Center in a service-focused, customer-friendly mode.	a. All customers are offered an orientation to the services available in various modes (for example, in-person with staff, e-billboards/videos, written materials) and in various formats (e.g. formats for individuals with sight or hearing disabilities, etc.)	✓ ADA Compliance Check List ✓ On-Site Checklist - Operational Practices
	b. All professional staff in the Center is able to provide customers with a comprehensive orientation to Center services and resources.	✓ MOU shows partners contributions to orientation as a functional service ✓ On-site Checklist - Staff Professionalism
3. All customers are provided helpful and useful assessment of length and intensity as appropriate to their point in their service process, and on an ongoing basis throughout the service delivery process.	a. All customers are provided an initial, less "formal" assessment to determine their needs and goals and inform service delivery planning.	✓ Standard Operating Procedure <i>OR</i> customer flow document shows initial assessment ✓ On-Site Checklist – Operational Practices
	b. Career development plans are developed for interested customers based upon the results of in-depth assessment.	✓ Review of randomly chosen career development plans from various partners to evaluate appropriateness of plan to assessment results

## Kentucky Center Certification Initiative: Job Seeker Standards and Measures

Standards	Measures	Documentation
4. The Center demonstrates a team-based approach to “simultaneous” job seeker service delivery.	a. Center staff from various agencies/programs works collaboratively as a team to coordinate information, resources, and services for job seekers, and to meet job seekers’ needs as seamlessly and efficiently as possible.	<ul style="list-style-type: none"> <li>✓ Functional Organization Chart</li> <li>✓ Standard Operating Procedures <i>OR</i> customer flow documents demonstrate collaborative partner involvement</li> </ul>
	b. There is an integrated case management system and process for job seekers that are shared among all Center partners.	<ul style="list-style-type: none"> <li>✓ Standard Operating Procedure <i>OR</i> customer flow document shows a collaborative case management process</li> <li>✓ Case Management Team schedule shows regular meetings</li> <li>✓ MOU includes information sharing agreement</li> <li>✓ <i>Single case management system used among partners</i></li> </ul>
5. Services and resources are “packaged” as individualized solutions to meet a job seeker’s needs and goals. The Kentucky Career Center provides helpful and useful resources and information to support customers’ job readiness, employment, and career advancement.	a. Services and resources provided are responsive to the customer needs and goals identified in assessment(s) and are described in career development plans (for customers with plans).	<ul style="list-style-type: none"> <li>✓ Standard Operating Procedures <i>and/or</i> LWIB policies provide guidelines around determining suitability for appropriate training</li> </ul>
	b. A diverse menu of job readiness, employment, and career development services is provided to all customers. <ul style="list-style-type: none"> <li>i. Workshops and resources on issues supporting job readiness and skill development are provided. These may include areas such as computer literacy, networking strategies, interviewing skills, and others.</li> <li>ii. Customers have access to high-quality, staff-assisted job search support designed to expose them to the maximum number of job openings, as well as job matching assistance.</li> <li>iii. Customers are provided information on and assistance with accessing training and education and options, as appropriate for the individual</li> </ul>	<ul style="list-style-type: none"> <li>✓ Workshop schedule is published online and available in hard copy at the Career Center</li> <li>✓ Web site and printed materials show a diverse menu of services</li> <li>✓ Standard Operating Procedures <i>OR</i> customer flow showing staff-assisted job search, how customers access training and education options</li> <li>✓ Web site includes information about financial aid and scholarship opportunities</li> </ul>

## Kentucky Center Certification Initiative: Job Seeker Standards and Measures

Standards	Measures	Documentation
	customer. iv. Customers are provided with information on and assistance with accessing financial aid and scholarship opportunities.	
	c. Centers provide ongoing customer follow-up services to reassess progress and identify/address any barriers (ongoing case management).	✓ Standard Operating Procedure regarding follow up service delivery and tracking in EKOS, or another customer service database
6. The Kentucky Career Center maintains an operational resource room with trained staff to support customers' job readiness and employment search.	a. Every Center has assigned staff (dedicated or rotating) to assist customers in the resource room.	✓ On-Site Checklist - Operational Practices
7. Customers are routed, through facilitated rather than unassisted referral, to the proper services/activities/partners/external contacts that respond to their reason(s) for visiting the Center.	a. The Center documents the referral for the customer (e.g. referral slip with contact/service information) and for the partner or service to which the customer is being referred (e.g. phone call or email to partner) in order to make the referral as seamless and efficient as possible.	✓ Standard Operating Procedures outlines how customers are to be referred <i>OR</i> ✓ Partner MOU outlines referral process
8. The Center clearly communicates expectations to customers.	a. The Center shares with customers what they can expect in terms of the quality and value of Center services and service delivery processes.	✓ Web site describes what customers can expect in quality and value and services/processes ✓ On-Site Checklist - Operational Practices
	b. The Center shares with customers what it expects from them in terms of their own investment of time and effort in their career development.	✓ Web site describes what the Center expects from customers ✓ Collateral materials describe what the Center expects from customers

## Kentucky Center Certification Initiative: Job Seeker Standards and Measures

Standards	Measures	Documentation
<b>III. Listening to and satisfying job seekers; measuring effectiveness</b>		
1. The Kentucky Career Center, as a unified organization, actively solicits feedback from all job seeker customers to determine their reasons for visiting the Center and their level of satisfaction with both processes and the value of services received.	a. Of the following, the Center uses at least two methods of collecting this information: i. Personally-administered survey ii. Online survey iii. Personal interviews (open-ended) iv. Focus groups (with incentives to participate) v. Suggestion box/pop-up window	✓ Copies of at least two: surveys, interview/focus group guides <i>and/or</i> suggestion box forms
	b. The Center evaluates and reviews customers' responses at least quarterly.	✓ Analysis/summary of customer feedback ✓ Center meeting minutes showing discussion of customer feedback
2. Center management and staff regularly assess job seeker services and service delivery to identify opportunities to reduce duplication, improve the quality of services, and increase the time available for staff to spend with customers.	a. The Center is able to identify and summarize trends, including utilization of the Center, and utilization and value received of/from specific services.	✓ Summary reports showing Center and service utilization, trends and customer flow analysis (drop-off points, etc.)
	b. Regular meetings of functional managers are held to review and assess results of customer feedback.	✓ Functional manager meeting minutes showing discussion of utilization, trends and customer flow analysis within past six months
	c. The Center holds regular (e.g. at a minimum quarterly) full staff meeting to evaluate feedback and plan improvements to be implemented.	✓ Staff meeting minutes showing discussion of customer feedback and customer service improvement plans within past six months
	d. On a quarterly basis, the Center develops plans to adjust service processes and/or content based on customer feedback.	✓ Meeting minutes and/or customer flow documents show plans to adjust processes and/or services based on customer feedback
	e. <i>The Center summarizes trends, evaluates feedback, and institutes corrective action more frequently than quarterly, especially on an ad-hoc basis when problems arise.</i>	✓ <i>Meeting minutes and/or customer flow documents show <u>frequent</u> implementation of adjustments to service processes and/or content based on customer feedback</i>



## Kentucky Center Certification Initiative: Job Seeker Standards and Measures

Standards	Measures	Documentation
3. In order to better align partners and ensure that all partners' capacity is fully understood and utilized, all partners share their agency's quantitative goals with all others.	a. Managers utilize those goals to build overall Center goals and participation benchmarks.	✓ LWIB minutes show approval of Center's overall goals and participation benchmarks
	b. Performance is tracked at least quarterly against the Center's unified goals.	✓ Quarterly reports show performance against Center's overall goals
	c. Actions are designed and taken on a quarterly basis to better align services to meet the goals.	✓ Center meeting minutes show actions taken within the past six months to better align services to meet Center goals.

## Kentucky Center Certification Initiative: Job Seeker Standards and Measures

### Attachment: Job Seeker Services Capacity Requirements

The following discussion lists essential, or “baseline,” job seeker services that must be offered by all Kentucky Career Centers within a workforce area, as well as those services that are also considered baseline but may be offered only at the workforce area level (rather than by each and every Center in a workforce area).

#### **I. Baseline job seeker services to be offered in every Kentucky Career Center in a workforce area:**

1. Information on the programs, services, and resources offered by all mandated partners under WIA that are available through the Kentucky Career Center system
2. Assistance with filing an unemployment insurance claim
3. Initial assessment of job search and/or career development goals
4. Information on job postings (online and/or paper-based)
5. Resource room, which includes:
  - a. Free use of computers, phones, fax machines, and copying machines for job search, career advancement, and training research purposes
  - b. Access to free virtual tools for job search, self-assessment, and career development
  - c. Local, regional, statewide, and national labor market information and occupational data
  - d. Staff assistance in utilizing resources, including online resources, for job search and career development
6. In-depth skill and career assessment
7. Resume development services, offered on a group-based and/or individual level
8. Education and training information
9. Information on and assistance with options for financing further education and training, including non-WIA funding
10. Job seeker screening and job matching and referral
11. Facilitated referrals to other agencies and resources

**II. Baseline job seeker services to be offered at the workforce area level (i.e., may not be offered in every Kentucky Career Center in a workforce area):**

1. Assistance with troubleshooting unemployment insurance issues
2. Career exploration and career coaching/counseling, including career development workshops
3. Interactive job search workshops, including self-marketing skills training, interviewing, and networking
4. Basic computer skills/computer literacy training

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### Introduction

The following table presents the final certification standards and measures for Kentucky Career Center management. The certification standards presented here are those over which local workforce investment areas and Kentucky Career Centers are assumed to have control.

### Overarching Themes

These are the important themes that emerged in the development of the center management standards and measures. They include:

*Center management is unified and responds to changing customer needs quickly and appropriately.*

*Partner presence and integration into Career Center operations is maximized, and partners work together to achieve common goals and objectives.*

*There are consistent expectations for physical infrastructure and facilities throughout the state.*

### Standards and Measures

With the overarching themes as a framework, the Core Team developed standards for Kentucky Career Center certification in two interrelated areas of Kentucky Career Center management:

- I. Managing integrated service delivery; and
- II. Physical infrastructure and accessibility.

**Baseline measures** for the standards were developed to determine whether the standards have been achieved. **Baseline measures** are minimum levels of achievement that would have to be met for basic certification.

## Kentucky Center Certification Initiative: Center Management Standards and Measures

Standards	Measures	Documentation
<b>I. Managing integrated service delivery</b>		
<p>1. In order to be responsive to the top three reasons job seekers visit Kentucky Career Centers – job search, unemployment insurance-related issues, and a desire for training – there are clear expectations for partner presence and roles at Kentucky Career Centers.</p>	<p>a. The following partners will maintain a full time presence in the One Stop Center:</p> <ul style="list-style-type: none"> <li>i. OET</li> <li>ii. WIA-funded organization</li> <li>iii. Vocational Rehabilitation</li> </ul> <p>The intention is to have a full complement of staff from each of these agencies, with clear roles and responsibilities to which the agencies adhere.</p>	<ul style="list-style-type: none"> <li>✓ MOU shows full-time presence of OET, WIA and Vocational Rehabilitation</li> <li>✓ Schedule of agency co-location</li> <li>✓ On-Site Checklist - Operational Practices</li> <li>✓ Functional Organization Chart</li> <li>✓ Functional Job Descriptions with clear roles and responsibilities</li> </ul>
	<p>b. In each comprehensive Kentucky Career Center, Adult Education services are available to job seekers, either through Adult Education staff that is on-site at the Center on a part-time basis appropriate to the local workforce area and to customer needs, or else through the Center's facilitated referral of job seeker customers to Adult Education service providers.</p>	<ul style="list-style-type: none"> <li>✓ Schedule of agency co-location AND</li> <li>✓ On-Site Checklist - Operational Practices OR</li> <li>✓ Standard Operating Procedures or customer work flow showing facilitated referral to Adult Education services AND</li> <li>✓ Report from ABE system showing the # of customers referred for ABE services from the Center <i>[note: first review captures baseline year for benchmarking]</i></li> </ul>
<p>2. To the maximum extent possible, services are integrated and duplication in service delivery reduced.</p>	<p>a. Each Career Center is organized and labeled by function, e.g. reception, resource room, job seeker services, employer services, etc. rather than by agency or program affiliation.</p>	<ul style="list-style-type: none"> <li>✓ On-Site Checklist - Facility</li> </ul>
	<p>b. The following are delivered as common functions by all on-site partners:</p> <ul style="list-style-type: none"> <li>i. Reception: This function is funded and/or staffed by all on-site partners. It is a professional service, not one staffed by volunteers.</li> <li>ii. Resource Room: This function is staffed by all</li> </ul>	<ul style="list-style-type: none"> <li>✓ Functional Organizational Chart</li> <li>✓ MOU showing partners' shared contributions to common functions</li> <li>✓ On-Site Checklist - Staff Professionalism &amp; Operational Practices</li> </ul>

## Kentucky Center Certification Initiative: Center Management Standards and Measures

Standards	Measures	Documentation
	on-site partners, with the same expectations for all and staff training provided. iii. Business Services: Addressed in Employer Services standards.	
	c. There is a single Calendar of events for all partners in each Center.	✓ On-Site Checklist - Operational Practice
	d. Infrastructure items, such as office equipment, are shared	✓ On-Site Checklist – Technical Equipment
	e. There is a common break room for staff.	✓ On-Site Checklist - Facility
3. Centers adopt best practices in internal communication.	a. Each Center has instituted a formal communication plan in order to avoid the “grapevine” or “vacuum” effect. Possible communication vehicles include: i. Regular (e.g. monthly) all-staff meeting of all on-site staff. ii. Regular face-to-face management-level meeting of all on-site partners, after which managers share the same information with their staff within the same timeframes. iii. Regular meetings, either face-to-face or virtual, are held that involve all Centers in each workforce area. This could take the form of annual training retreats or more regular meetings. iv. Each Center has a well-designed way for staff to communicate suggestions and concerns to management. Staff is encouraged to share their ideas on such issues as customer flow improvement, improving customer service, and related issues with their managers for resolution and continuous improvement	✓ Center Meeting/Communication Plan and Schedule ✓ Meeting minutes from past six months ✓ Other sample communications ✓ Communication Plan includes method for staff to communicate suggestions and concerns to management

## Kentucky Center Certification Initiative: Center Management Standards and Measures

Standards	Measures	Documentation
	purposes.	
4. The management structure at each Kentucky Career Center is clear and effective.	a. There is a single designated Kentucky Career Center Manager responsible for: <ol style="list-style-type: none"> <li>Managing all customer functional areas and supervising all functional supervisors;</li> <li>Overseeing day-to-day customer flow;</li> <li>Overseeing the development of a monthly calendar of job seeker activities, for distribution to job seekers;</li> <li>Maintaining a schedule of all staff from all partners who are on-site full-time and part-time; and</li> <li>Communicating with all partners concerning meeting scheduling.</li> <li>Facility renovation</li> </ol>	✓ Functional Organizational Chart ✓ Career Center Manager Job Description includes all required functions to be performed
	b. There is a single designated manager with clear responsibility for building/facility/infrastructure areas, including: <ol style="list-style-type: none"> <li>Maintenance and janitorial services</li> <li>Safety and emergency procedures</li> <li>Security</li> <li>Equipment, including computers</li> <li>Parking</li> <li>Keys</li> </ol>	✓ Functional Organizational Chart ✓ Designated Managers Job Description includes all required functions to be performed
	c. Information on the management structure and the individuals responsible for all activities is communicated regularly to all Kentucky Career Center staff. New hires receive this information upon hire.	✓ Staff Meeting Minutes documenting Functional Organization Chart being presented ✓ Organization chart included in new employee orientation materials
5. The Center has a supervisor and staff assigned to each customer-focused function (e.g., reception, resource room, assessment, career counseling), or group of closely-related	a. Functional supervisors report to the designated Kentucky Career Center manager.	✓ Functional Organizational Chart ✓ Job Descriptions of functional supervisors and relationship to Career Center Manager ✓ Partner MOUs recognize functional

## Kentucky Center Certification Initiative: Center Management Standards and Measures

Standards	Measures	Documentation
functions. The supervisor and staff are assigned to each functional unit based on skills, abilities, and other factors related to capacity to deliver the service(s), regardless of supervisors' or staff members' employing agencies.	<ul style="list-style-type: none"> <li>b. Functional supervisors have clear duties and responsibilities, including ensuring that:               <ul style="list-style-type: none"> <li>i. Service quality and timeliness are maintained appropriately;</li> <li>ii. Their function(s) is well-coordinated and aligned with other functions;</li> <li>iii. The functional unit's staff are properly trained;</li> <li>iv. There are sufficient human and other resources at any particular point in time to meet customer demand; and</li> <li>v. The personnel in the unit receive the proper support to perform effectively.</li> </ul> </li> </ul>	<p>relationships</p> <p>✓ Functional Supervisor Job Descriptions showing clear duties and responsibilities as specified under "Measures"</p>
6. Kentucky Career Centers provide staff development that is appropriate for each individual's specialty as discussed in the Employer and Jobseeker Services standards, as well as the more generic staff development areas of need discussed here.	a. The Kentucky Career Center has comprehensive, integrated staff development plans that are created with input from staff and feedback from both job seeker and business customers.	✓ Staff Development Plans for all Career Center staff show input from staff and customer feedback
	<ul style="list-style-type: none"> <li>b. All Kentucky Career Center staff participate in training in:               <ul style="list-style-type: none"> <li>i. "One Stop 411," or understanding what is available in the Kentucky Career Center and through the Kentucky Career Center system;</li> <li>ii. Customer service, both in-person and on the telephone;</li> <li>iii. Using technology, such as EKOS; using on-line resources, email, etc.;</li> <li>iv. Safety and security;</li> <li>v. Accessibility and understanding the basics of assistive technology; and</li> <li>vi. Ethics.</li> </ul> </li> </ul>	✓ Career Center roster showing individual training/ professional development topics and completion dates



## Kentucky Center Certification Initiative: Center Management Standards and Measures

Standards	Measures	Documentation
	c. The Center supports staff in pursuing recognized credentials related to their particular disciplines and roles in the Kentucky Career Center. Examples include the Career Development Facilitator credential developed by the National Career Development Association and degree programs in career counseling.	<ul style="list-style-type: none"> <li>✓ Career Center roster showing individual training/ professional development topics and completion dates</li> <li>✓ Copies of Career Center staff industry recognized credentials</li> <li>✓ All staff have credentials or Staff Development Plans to pursue recognized credentials</li> </ul>
	d. The Center arranges for team-building training across organizations and staff levels in the Kentucky Career Center.	<ul style="list-style-type: none"> <li>✓ Career Center roster showing individual training/ professional development topics and completion dates</li> </ul>
	e. All staff participate in training or ongoing professional development appropriate to their functions at the Kentucky Career Center, such as: <ul style="list-style-type: none"> <li>i. Training for managers in management skills; and</li> <li>ii. New and innovative practices in the employment field, for all staff that works with job seekers or employers.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Career Center roster showing individual training/ professional development topics and completion dates</li> <li>✓ Staff Development Plans for all staff</li> </ul>
7. On a Center-wide basis, Kentucky Career Center Career Centers track customer activity, customer experience, and employment outcomes and utilize this information to improve quality and use resources most effectively.	a. Centers track job seeker customer activity, including customer volume in each activity, wait time, and referral to partner services.	<ul style="list-style-type: none"> <li>✓ EKOS Core Service reports, or reports from another customer service database, show customer activity, volume in each activity and referral to partner services</li> <li>✓ Reports showing wait time <i>[note: first review captures baseline year for benchmarking]</i></li> </ul>
	b. Centers track job seeker data by customer group, including veterans, people with disabilities, education and age categories, and others.	<ul style="list-style-type: none"> <li>✓ EKOS Core Service reports, or reports from another customer service database, that show data by customer group</li> </ul>
	c. Centers track business customer activity, including number of job orders received, referrals against these orders, and hires.	<ul style="list-style-type: none"> <li>✓ EKOS, or another customer service database, business customer activity reports, including job order activity, referrals, and hires</li> </ul>

## Kentucky Center Certification Initiative: Center Management Standards and Measures

Standards	Measures	Documentation
	d. Centers disaggregate business customer activity tracking, by such categories as sector and size.	✓ Reports show disaggregated business customer activity information
	e. Centers collect feedback from job seeker and employer customers that allows the Center to gauge the nature of the customer experience.	✓ Copies of employer and job seeker satisfaction tools (surveys, interview/focus group guides) ✓ Analysis/summary of customer feedback ✓ Center meeting minutes showing discussion of customer feedback
	f. Job seeker customer feedback mechanisms include wait time, services utilized, how they were treated when they entered the Center, whether the services were beneficial, and whether they would recommend these services to a friend or relative.	✓ Job seeker customer satisfaction tools include feedback specified under “Measures”
	g. Centers track outcome data on all customers that allow them to determine which customers secured employment.	✓ Reports showing outcomes data on all customers <i>[note: first review captures baseline year for benchmarking]</i>
	h. The Center management team and appropriate Workforce Investment Board utilize the information collected in order to improve the quality of service and use resources most effectively.	✓ LWIB minutes or meeting materials (balanced scorecard, etc.) showing customer feedback and outcome data reported to LWIB

## Kentucky Center Certification Initiative: Center Management Standards and Measures

Standards	Measures	Documentation
<b>II. Physical infrastructure and accessibility</b>		
1. Kentucky Career Centers are accessible so that all customers can fully utilize services and resources.	a. Centers are fully ADA-compliant.	✓ ADA Compliance Checklist
	b. As feasible (and as new Center locations are selected), Centers are located in areas that are convenient for their customers, e.g. close to major highways, on public transportation routes, centrally-located, close to heavily- trafficked areas such as malls and shopping centers, etc.	✓ On-Site Checklist - Facility
	c. Centers provide assistive technology to assist customers with disabilities (visual, hearing, physical) access computers and other Center resources/services.	✓ ADA Checklist
	d. Centers evaluate assistive technology annually to ensure that it is up-to-date and fully-functioning.	✓ ADA Check List ✓ Standard Operating Procedure <i>OR</i> policy guiding equipment purchases
	e. Centers provide free parking, including parking spaces for individuals with disabilities, that is adequate for the average level of customer traffic.	✓ ADA Checklist ✓ On-Site Checklist - Facility
	f. Centers make services accessible to customers that have language and literacy barriers (e.g. non-English speakers, individuals with hearing impairments, individuals with communication disabilities, individuals with literacy/reading barriers, etc.).	✓ ADA Check List ✓ Onsite Checklist - Public Information
	g. Center is open full-time during regular business hours (8:00 a.m. – 5:00 p.m.). Centers have flexible scheduling and work hours, as appropriate, to accommodate the needs of job seekers, including employed job seekers, and employers.	✓ On-Site Checklist - Operational Practices
	h. Centers ensure customers' timely access to staff via phone, email, and the receptionist/front desk.	✓ On-Site Checklist - Operational Practices ✓ Standard Operating Procedure <i>OR</i> policies

## Kentucky Center Certification Initiative: Center Management Standards and Measures

Standards	Measures	Documentation
		set expectations for timeliness
2. Centers maintain a professional and welcoming appearance.	a. The Center and its furnishings are maintained in clean and serviceable condition. Furnishings present a uniform appearance and are in good repair.	✓ On-Site Checklist - Facility
	b. Center staff maintains a professional and appropriate appearance.	✓ On-Site Checklist – Staff Professionalism
	c. Center staff wears name badges identifying them as staff of the Center (vs. staff of their respective agencies/programs).	✓ On-Site Checklist – Staff Professionalism
	d. Center restrooms are clean and well-maintained.	✓ On-Site Checklist – Facility
	e. The Center's exterior (building exterior, landscaping, driveway and sidewalks, etc.) is clean and well-maintained.	✓ On-Site Checklist – Facility
3. Centers have space and capacity that is appropriate for customer needs, customer traffic, and key Center functions.	a. Centers have adequate private office space to ensure that all one-on-one conversations between customers and staff are entirely private and confidential.	✓ On-Site Checklist – Facility
	b. Centers have adequate classroom/training space.	✓ On-Site Checklist – Facility
	c. Centers have adequate computer lab space for training and testing purposes.	✓ On-Site Checklist – Facility
	d. Centers have adequate conference room space for meetings, employer events, etc.	✓ On-Site Checklist – Facility
	e. Centers have sufficient modular/multi-use space that can be adapted to meet changing needs.	✓ On-Site Checklist - Facility
	f. Centers have current and adequate technology, e.g., projectors, videoconferencing, hardware and software, technology-related infrastructure, etc.	✓ On-Site Checklist - Technology Equipment

## Kentucky Center Certification Initiative: Center Management Standards and Measures

Standards	Measures	Documentation
	g. Center Resource Rooms have adequate space and capacity for customer traffic. The Resource Room provides customers with some measure of privacy (e.g., dividers or partitions between computer stations). The Resource Room provides customers access to phones, the Internet, printers, copiers, and a fax.	<ul style="list-style-type: none"> <li>✓ On-Site Checklist - Facility</li> <li>✓ On-Site Checklist - Technology Equipment</li> </ul>
	h. The Center layout is clear and obvious in terms of customer navigation and customer flow. Center layout and design minimizes customer wait times and bottlenecks.	<ul style="list-style-type: none"> <li>✓ On-Site Checklist – Facility</li> </ul>
4. Each Center provides a safe and secure environment for its employees and customers.	a. There is a written emergency response plan that is clearly communicated and shared with all Center partners. The plan addresses the full range of potential emergency situations (e.g. fire, medical, weather, workplace violence, etc.), and includes procedures for evacuation, including evacuation procedures for individuals with disabilities.	<ul style="list-style-type: none"> <li>✓ On-Site Checklist - Safety and Security</li> </ul>
	b. Safety/emergency drills are held regularly and are well-documented.	<ul style="list-style-type: none"> <li>✓ Standard Operating Procedures specify frequency of drills</li> </ul>
	c. Centers have security in place that is appropriate to the Center and to the local area (e.g., security personnel, locks/security keypads, security cameras, etc.). Security policies are written and clearly communicated to all partners.	<ul style="list-style-type: none"> <li>✓ On-Site Checklist - Safety and Security</li> <li>✓ Standard Operating Procedures explaining security measures</li> </ul>
	d. Confidential information (both paper and electronic) is handled sensitively and appropriately and secured in a locked location when not attended by staff.	<ul style="list-style-type: none"> <li>✓ On-Site Checklist - Safety and Security</li> </ul>
	e. All new staff and new partners receive an orientation in Center safety and security.	<ul style="list-style-type: none"> <li>✓ Orientation materials for new staff include safety and security measures</li> </ul>

**Continuous improvement measures** demonstrate achievement of the baseline measure as well as a higher level of accomplishment that those Centers achieving the baseline measure can aim to attain.

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## Kentucky Center Certification Initiative: Continuous Improvements

Standards	Measures	Documentation
<b>I. Organization and staffing of employer services</b>		
3. Each BST has a clearly-recognized, central point of contact for employers in each targeted industry sector with the capability of providing direct access to appropriate services or staff who can provide those services. (Note that individuals may be assigned to work in more than one sector.)	<i>d. All members of the business services team are cross-trained to understand all focus industry sectors.</i>	✓ <i>Record of industry sector cross trainings held with date, topics and attendees for each</i>
4. Every Kentucky Career Center in a workforce region has designated a primary point of contact (and a back-up) for employer services. (This individual need not be dedicated full-time to providing employer services.)	<i>d. There is a process in place to assess the skills and performance of the BST as a cohesive unit, as well as the skills and performance of individual BST members. When needed, training is provided to improve team and team member skills and develop new knowledge.</i>	✓ <i>Policies or Standard Operating Procedure(s) to assess the skills and performance of the Business Services Team and provide professional development</i> ✓ <i>BST Roster showing individual training/ professional development topics and completion dates</i>
<b>II. Providing quality services to employers</b>		
2. The BST partners with employers to identify their needs and provide timely solutions.	<i>d. New employer services are developed, or existing services modified, to meet new and evolving employer customer requirements.</i>	✓ <i>Description of new employer services developed, or existing services modified, to meet new/evolving needs of businesses</i>
3. Each workforce area has a demonstrated capacity to deliver an array of “bundled” services that are positioned and packaged as solutions to challenges identified by employers.	<i>d. Centers and BSTs/workforce areas may choose to offer an expanded portfolio of no-cost or fee-based services to employers to meet targeted employer needs (e.g. job profiling services, WorkKeys assessments, etc.).</i>	✓ <i>Business services collateral material showing an expanded portfolio of services</i>

## Kentucky Center Certification Initiative: Continuous Improvements

Standards	Measures	Documentation
5. BST members meet regularly to share information, develop leadership, discuss new employer services opportunities, develop solutions to address identified challenges and barriers, and improve the means of connecting employers to services.	e. <i>The BST regularly communicates and meets with key industry and employer partners (such as economic development entities, Chambers of Commerce, industry associations, etc.) to solicit partners' input to solutions development for employers; to offer useful information; and to enhance overall business service delivery</i>	✓ <i>Industry partnership minutes from past six months</i> OR ✓ <i>BST Meeting Minutes from the past six months – shows BST discussion of key industry partners input and resulting business service delivery improvements</i>
	f. <i>Partners on the BST design unified (i.e. cross-agency/cross-program) employer services action plans based upon their exchange of information about employers' needs, challenges, and opportunities.</i>	✓ <i>Standard Operating Procedure describes use of a Common Business Needs Assessment Tool by BST members, methods of communicating employer needs to other BST members and expectation of creating customized, solutions-based business service proposals including multiple partner services and funding streams</i>
<b>III. Listening to and satisfying employers; measuring effectiveness</b>		
2. The BST actively works to build relationships with the employer community (including industry groups, employer associations, Chambers of Commerce, etc.).	d. <i>Business engagement and relationship-development strategies and activities are aligned to targeted regional industry sectors and serve to help implement sector strategies.</i>	✓ <i>BST Minutes showing agreed-upon strategy to target particular regional industry sectors</i> ✓ <i>EKOS, or another customer service database, records showing higher activity level for targeted sectors compared to others</i>
	e. <i>The employer needs assessment tool/vehicle is reevaluated and updated as necessary to reflect and respond to employers' changing needs, challenges, and opportunities.</i>	✓ <i>BST minutes showing discussion about the needs assessment tool/vehicle and any changes as necessary</i> ✓ <i>BST annual review of sector changes prepared for LWIB</i>



## Kentucky Center Certification Initiative: Continuous Improvements

Standards	Measures	Documentation
3. The BST, working with Kentucky Career Centers, has mechanisms in place to collect and analyze feedback on both processes and outcomes from existing employer customers at regular intervals. This feedback is measured at the system level, rather than at the program or agency level.	c. <i>The workforce area measures its performance related to value-added outcomes as identified by employer customers themselves (for example, reduced employee turnover, enhanced employee soft skills, and/or other outcomes as sought by employers)</i>	<ul style="list-style-type: none"> <li>✓ <i>Employer satisfaction survey tool collects information about value-added outcomes identified by employer customers. Reviewer should look for evidence of improvement year over year to show continuous improvement of the Center's performance</i></li> <li>✓ <i>Results are provided to LWIB</i></li> </ul>
4. The workforce area has goals, measures, and processes in place to track employers' use of workforce system services and resources.	c. <i>The workforce area's tracking, analysis, and application of this employer data results in employer service delivery improvement, establishment of new employer relationships, and enhancement of existing employer relationships.</i>	<ul style="list-style-type: none"> <li>✓ <i>LWIB OR BST minutes from past six months reflect regular reports, analysis and discussion of employer services usage data and efforts to continuously improve consistency and quality of employer relationships</i></li> </ul>

## Kentucky Center Certification Initiative: Continuous Improvements

Standards	Measures	Documentation
<b>I. Organization and staffing of job seeker services</b>		
1. A unified management process is in place to align jobseeker services to match employer demand.	e. <i>Center-wide staff meetings are scheduled at least one month in advance.</i>	✓ <i>Electronic Calendar displays meeting schedule</i> OR ✓ <i>Email notifications of meetings</i>
	f. <i>Meetings always end with a listing of next steps with specific responsibilities assigned to staff and managers.</i>	✓ <i>Meeting agendas and minutes include identification of “next steps” at the end of each meeting and follow up on next steps from prior meeting</i>
3. Center jobseeker staff are organized and located by function (e.g. orientation, assessment, training, job placement, etc.), rather than by agency or funding stream.	c. <i>There is an ongoing effort to engage additional partners on-site in the Center and to integrate those partners into an overall unified Center organization and system-focused service delivery.</i>	✓ <i>LWIB or Career Center meeting minutes show discussion about additional partner prospects</i> ✓ <i>MOU includes additional, non-mandated partners</i> ✓ <i>MOU includes additional partner contributions to common, functional services</i>
<b>II. Providing quality services to job seekers</b>		
1. The Kentucky Career Center expedites customer flow.	e. <i>Centers provide some mix of walk-in hours and scheduled appointment times to expedite customer flow.</i>	✓ <i>On-Site Checklist - Operational Practices</i>
2. Customers are provided information about all services available via the Kentucky Career Center in a service-focused, customer-friendly mode.	c. <i>The Center offers regular group orientations to customers, in order to enhance interaction and discussion and foster peer engagement and support.</i>	✓ <i>Electronic Calendar shows scheduled group orientations</i> OR ✓ <i>Group Orientation schedule published on web site</i>
	d. <i>Orientation is provided in alternate languages as needed in the workforce area.</i>	✓ <i>On-Site Checklist - Public Information</i>

## Kentucky Center Certification Initiative: Continuous Improvements

Standards	Measures	Documentation
3. All customers are provided helpful and useful assessment of length and intensity as appropriate to their point in their service process, and on an ongoing basis throughout the service delivery process.	d. <i>Assessment tools and processes are continually evaluated for their usefulness and for the quality of their results, and modified as necessary.</i>	✓ Center meeting minutes showing partner discussion of assessment tools
7. Customers are routed, through facilitated rather than unassisted referral, to the proper services/activities/partners/external contacts that respond to their reason(s) for visiting the Center.	b. <i>The Center conducts follow-up with the customer and the entity to which the customer was referred in order to determine the outcome of the referral, inform service delivery, and enhance the customer's experience.</i>	✓ Unified case management system facilitates information sharing about service delivery and outcomes of referrals ✓ Standard Operating Procedure describes expectation of follow-up after referral
<b>III. Listening to and satisfying job seekers; measuring effectiveness</b>		
1. The Kentucky Career Center, as a unified organization, actively solicits feedback from all job seeker customers to determine their reasons for visiting the Center and their level of satisfaction with both processes and the value of services received.	c. <i>The Center uses three or more optional methods to collect job seeker feedback.</i>	✓ Copies of three or more: surveys, interview/focus group guides and/or suggestion box forms
	d. <i>The Center is able to disaggregate responses by customer group and can isolate, tabulate, and assess responses provided by customer group, in order to increase utility of the information.</i>	✓ Analysis/summary of customer feedback disaggregated by customer group
2. Center management and staff regularly assess job seeker services and service delivery to identify opportunities to reduce duplication, improve the quality of services, and increase the time available for staff to spend with customers.	e. <i>On a quarterly basis, the Center implements plans to adjust service processes and/or content based on customer feedback. This is accomplished through specific assignments for which staff and managers are held accountable.</i>	✓ Meeting minutes and/or customer flow documents show implementation of adjustments to service processes and/or content based on customer feedback on at least a quarterly basis ✓ Plans include specific assignment and accountability measures

## Kentucky Center Certification Initiative: Continuous Improvements

Standards	Measures	Documentation
	f. <i>The Center summarizes trends, evaluates feedback, and institutes corrective action more frequently than quarterly, especially on an ad-hoc basis when problems arise.</i>	✓ <i>Meeting minutes and/or customer flow documents show <u>frequent</u> implementation of adjustments to service processes and/or content based on customer feedback</i>
3. In order to better align partners and ensure that all partners' capacity is fully understood and utilized, all partners share their agency's quantitative goals with all others.	d. <i>The Center expands the number of unified goals established and tracked to include additional measurable services at the Center level.</i>	✓ <i>LWIB minutes show approval of additional Center goals</i>

## Kentucky Center Certification Initiative: Continuous Improvements

Standards	Measures	Documentation
<b>I. Managing integrated service delivery</b>		
1. In order to be responsive to the top three reasons job seekers visit Kentucky Career Centers – job search, unemployment insurance-related issues, and a desire for training – there are clear expectations for partner presence and roles at Kentucky Career Centers.	c. <i>If this Center is designated by the local Workforce Investment Board, Adult Basic Education maintains a full-time staff presence.</i>	✓ <i>Schedule of agency co-location</i> AND ✓ <i>On-Site Checklist - Operational Practices</i>
	d. <i>As new space is being identified and leases or renovations negotiated, a concerted effort is made to have a staff presence at the Kentucky Career Center from as many of the partner agencies as possible.</i>	✓ <i>Plans for new space show additional partner agencies co-located</i> AND ✓ <i>MOU is updated to reflect additional partners commitments to on-site staff presence</i>
2. To the maximum extent possible, services are integrated and duplication in service delivery reduced.	f. <i>Common functions, such as reception and the resource room, are staffed and/or funded by Kentucky Career Center system partners that are not on-site in Centers, but that benefit from those functions.</i>	✓ <i>MOU shows partners' shared contributions to common functions by all partners—including those who are not on-site</i>
	g. <i>Assessment services are coordinated, and assessment results are shared between the partners, to the extent possible.</i>	✓ <i>MOU includes description of common assessment services</i> <i>MOU includes information sharing agreement</i>
	h. <i>Information-sharing through shared information/database systems, such as making EKOS available to all partners, is the norm. The focus is on sharing information so that customers do not have to provide the same information multiple times and so that services can be coordinated appropriately.</i>	✓ <i>Common case management system facilitates information sharing and shows regular information sharing</i>

## Kentucky Center Certification Initiative: Continuous Improvements

Standards	Measures	Documentation
4. The management structure at each Kentucky Career Center is clear and effective.	d. <i>The designated Kentucky Career Center Manager is neutral, with all partners contributing resources to support this position.</i>	✓ <i>MOU shows partners' shared contributions to the Kentucky Career Center Manager position by all partners—including those who are not on-site</i>
7. On a Center-wide basis, Kentucky Career Center Career Centers track customer activity, customer experience, and employment outcomes and utilize this information to improve quality and use resources most effectively.	i. <i>Centers collect customer feedback for workshop/event activities to measure the quality of these activities</i>	✓ <i>Customer evaluation tools for workshops and events</i> ✓ <i>Summaries of evaluation results by activity</i>
	j. <i>Centers analyze data to determine which activities or interventions are more effective, resulting in customers securing employment, e.g. job clubs, job search workshops, occupational training, etc.</i>	✓ <i>Analysis of evaluation results and other customer outcome data</i>
<b>II. Physical infrastructure and accessibility</b>		
1. Kentucky Career Centers are accessible so that all customers can fully utilize services and resources.	i. <i>Center staff participates in annual continuing education activities to keep their skills with using assistive technology current.</i>	✓ <i>Center Staff Roster showing individual training/ professional development assistive technology topics and completion dates</i>
4. Each Center provides a safe and secure environment for its employees and customers.	f. <i>Centers cultivate relationships with local law enforcement and safety officials. As feasible, Center staff participates in safety training provided by these officials.</i>	✓ <i>Center Staff Roster showing individual training/ professional development safety training topics and completion dates</i>